

Automotive

FEBRUARY 10, 1992

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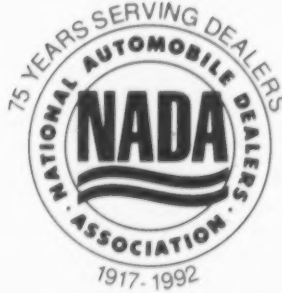
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NEWSPAPER

**Diamond anniversary:
NADA celebrates 75 years
Story on Page 3**



**On the front lines:
Profiles of 30 dealers
Story on Page 8**

Strauss carries the ball for NADA



Richmond, Va., dealer Richard Strauss, left, begins his year-long tenure this week as president of the National Automobile Dealers Association.

JOE WILSENS/AUTOMOTIVE NEWS

late news

Toyota, Nissan eye price hikes

TOKYO — Japan's two biggest carmakers said late Friday they are considering raising prices in the United States, a move that could help defuse trade tensions by cutting export volume.

The presidents of Toyota Motor Corp. and Nissan Motor Co. Ltd. said separately that price hikes are being considered. Japanese executives say that such moves could effectively ease trade friction while leaving the voluntary export restraint ceiling intact and boosting profitability for Japanese carmakers.

Toyota may be first off the mark. President Soichiro Toyoda said that the strengthening yen is prompting the carmaker to consider a price increase.

"It is getting some serious discussion, although I don't think there is a final decision," said a company spokesman.

Nissan President Yutaka Kume, who also is chairman of the Japan Automobile Manufacturers Association, said a price rise is possible. A Nissan spokesman said Kume believes higher prices are preferable to a cut in the export ceiling, a subject of much speculation lately.

According to Kume, current prices of Japanese cars in the United States are "too competitive." A Nissan official said Kume subscribes to the theory recently expressed by Sony Corp. Chairman Akio Morita that Japanese manufacturers must begin asking higher prices for their high-quality goods.

— Richard Johnson

Toyota boosts U.S. exports

Toyota will export 45,000 U.S.-made cars to Europe, Japan, Taiwan and Canada this year.

The company will begin shipping Camry wagons made in Georgetown, Ky., to Europe this summer. With them, Toyota will join Honda and Mitsubishi in shipping U.S.-built cars to Europe (see

see LATE NEWS, 2

Lock-step pricing: a myth

Big 3 hikes trailed Japan in mid-'80s

JOHN K. TEAHEN JR.

Senior Editor

In 1983, Ford Motor Co. and Toyota Motor Sales U.S.A. introduced big-volume compacts.

By April 1987, the price of a Toyota Camry had risen 44 percent while the Ford Tempo was up just 22 percent. That pattern was repeated throughout the industry, as Japanese makers coped with restricted imports and a soaring yen.

But at the same time, there arose a persistent charge: that the Big 3 raised car prices as fast as the Japanese while the yen was getting stronger in the mid-1980s.



Second in a series examining allegations in the verbal trade war.

That charge is a fallacy.

An *Automotive News* analysis finds that the Big 3 raised prices only about three-quarters as much as the four leading Japanese makes in the 1982-87 model years. And the Big 3 raised prices far less than the Japanese did in the 1986 model year, when the yen made its biggest leap. Japanese increases were far greater than domestic hikes again in 1987.

Executives from Japanese automakers have often contended that the Big 3, in pursuit of high profits, blew a chance to regain market share by their pricing actions. The charge has been newly repeated in

recent weeks as President Bush's trip to Japan with the Big 3 chairmen turned up the heat in the verbal trade war.

In the mid-1980s, the value of the yen nearly doubled against the dollar, rising from 278 to the dollar in October 1982 to 143 in October 1987. That had the effect of making Japanese goods much more expensive in the United States.

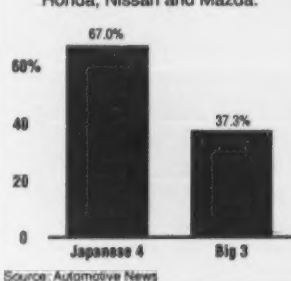
The biggest jump was during the 1986 model year, when the yen climbed from 240 to 156 — about 54 percent. Last week, the exchange rate was about 126 yen to the dollar.

The *Automotive News* analysis finds that the price of an average-equipped Big 3 car went up

see PRICES, 127

1982 to 1987 price increases

Increase in sales weighted average prices for Big 3 and for Toyota, Honda, Nissan and Mazda.



Source: Automotive News

DAVID L. BURHANS / AUTOMOTIVE NEWS

MITI trying to slow down Toyota

MARY ANN MASKERY

Staff Reporter

TOKYO — Japan's powerful Ministry of International Trade and Industry is pressing a reluctant Toyota Motor Corp. to rein in its expansion plans and become a kinder, gentler competitor.

The issue, which had been widely rumored in Tokyo, surfaced late in January in a highly unusual story in the *Nikkei Weekly*, an English-language version of the financial newspaper, the *Nihon Keizai Shimbun*.

In the article, a "senior ministry official" was quoted as saying that "a 10-year war between MITI and Toyota has started."

Another "high-level official" was quoted saying, "Unless Toyota changes its expansionist policy, Japan itself will die. Unless Toyota changes its management style, the government should change Toyota."

Toyota alone, the article pointed out, accounts for

more than 20 percent of Japan's \$41 billion trade surplus with the United States.

The report did not appear in the *Nikkei's* Japanese parent, leading industry sources to suggest the story was planted by MITI.

According to those observers, publication of the article only in English permitted MITI's argument to be expressed in stronger, more pointed terms than would be allowed by Japanese syntax. They said that was meant to attract international attention.

Toyota struck back in the next issue with a combative letter from a senior executive, board member Mototsuke Tominaga.

"You use the lexicon of war... in characterizing Toyota as 'expansionist,' a word that suggests pejoratively a reckless, adversarial posture," he wrote.

"Toyota, like any business enterprise, is committed to MITI, 128

Other trade news

■ Japanese believe what they say. Page 126.

■ Chrysler explains bloated stickers. Page 127.

■ More rally around "Buy American." Page 128.

■ Recchia blasts trade war. Page 128.

Garcia wins dealer award

DALLAS — Sheila Garcia, president of Garcia Toyota in Albuquerque, N.M., has been named 1992 Time Magazine Quality Dealer of the Year.

Garcia is the first woman to receive the award since the program's inception in 1970. She will serve as official spokeswoman during the year for all 65 recipients of the Time Magazine Quality Dealer Award.

The winners were selected by the University of Michigan Graduate School of Business Administration. Judges selected winners for exceptional performance in their dealerships and distinguished community service.

The award is sponsored by Time magazine in cooperation with the National Automobile Dealers Association.

1992 winner Garcia began her automotive

see AWARD, 106



Garcia



Tracer gets new look for 1993

Lincoln-Mercury used the Chicago auto show to take the wraps off styling changes to the Mercury Tracer. All 1993 Tracers will have new wheel covers and a simulated light bar grille now found on Tracer LTS models. Story and more pictures on Page 6.

A-cars go from quality stinkers to stars

GM crisis teams prompt fixes in design, plants

ACK KEEBLER

Staff Reporter

Plant manager Robert Moran responded to the SOS from a Canadian Oldsmobile dealership. An electrical-system problem in a Cutlass Ciera had turned into a wiring nightmare for the dealer's mechanics.

Moran, who runs General Motors' A-car assembly plant in Ste. Therese, Quebec, sent team out to examine the car.

The team discovered that the car had been built not at Ste. Therese but in Oklahoma City, Okla. But it fixed the car, and then did something more important: It passed on its

discoveries about faulty wiring to the U.S. plant. The information prompted Oklahoma City to change the way it wires cars on-line.

And thus the A-car line, an ugly duckling of American car quality in the mid-1980s, has become a swan in the quality surveys of the 1990s. The rehabilitation of the A-cars' quality and reputation shows several ways in which GM has improved from an admittedly dismal performance on quality.

The Ciera and its A-car counterparts were rescued in part by a dramatic assault on poor quality known within GM as "The Blitz." But the remarkable transformation depended on hundreds of little changes — in labor relations, car development processes, and better communication among dealers, designers, product engineers, manufacturing engineers and suppliers.

Take the case of the cooperation to eliminate the faulty wiring.

"I've got to tell you, five years ago and definitely 10 years ago that never would have happened," said Fred Schaafsma, platform engineering director for the A-car for General Motors' Chevrolet-Pontiac-Canada Group. "But there are now hundreds and thousands of those things that take place routinely today."

Schaafsma recounted the story of cooperation, fast action and attention to detail.

Even hard-core American-car buyers might be reluctant to believe that a 10-year-old GM design, built in several of the company's lowest-tech assembly plants, has higher quality than the Nissan Maxima or Toyota Cressida. But that was the finding

see A-CAR, 22



1992 Oldsmobile Cutlass Ciera

QUALITY ROLL CALL

Problems per 100 cars

Lexus	76
Pontiac 6000	78
Toyota Cressida	80
Buick Century	91
Oldsmobile Cutlass Ciera	97
Infiniti G20	99
Nissan Maxima	101
Industry average	141

Source: 1991 J.D. Power and Associates New Car Initial Quality Study

Automotive News

IMPORTS PLUG PATRIOTISM
'Buy American' hype forces
tricky PR efforts. PAGE 4

UNCERTAIN FUTURE
NHTSA boss may have to give
up FAA nomination. PAGE 4

STANDARD FOR SUCCESS
Suppliers benefit from Big 3
cooperation. PAGE 6

EXPLORERS GO TO SPAIN
Ford to begin exporting
sport-utility this spring. PAGE 8

BMW BULLISH ON U.S.
American assembly likely, but
not for short term. PAGE 18

VILLAGER ON THE LEFT
Conversion to right-hand
drive unlikely. PAGE 24

TRANSPLANTS UP EXPORTS
40,000 more U.S.-made cars
destined for overseas. PAGE 24

MINORITIES LOOK TO BIG 3
Boost to import points not a
priority this year. PAGE 28

NISSAN MARCHES ON



▲ Small compact gets redo for
Japan, Europe. PAGE 35

CROSSROADS IN KOREA
Labor picture still volatile after
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JIM DUNNE/POPULAR MECHANICS

Ranger redo

Ford is preparing a completely restyled Ranger pickup, expected to bow in summer 1993. The new design's hoodline sweeps down from the base of the windshield to the grille, which has been computer enhanced in this spy photo. Drip rails give way to doors that wrap into the roof. The rear of the cab is extended over the front edge of the cargo box, adding extra headroom. Mazda will receive a version about six months after Ford's introduction.

latenews

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story on transplant exports,
Page 24).

Toyota's planned volume, announced Friday, represents an increase in its U.S. export plans. The company previously said it would export "up to 40,000" units this year. About 18,000 of the exports will be the Camry wagon, produced in both left- and right-hand-drive versions.

The rest of the exports will consist of Camry sedans from Toyota Motor Manufacturing U.S.A. Inc. in Georgetown and Corolla sedans from Toyota's joint venture with General Motors in California. Those models will go exclusively to Taiwan.

— Lindsay Chappell

Ford cuts 2,100 jobs in Britain

LONDON — Ford of Britain said late Friday it will cut 2,100 jobs this year as part of its "long-term efficiency program." Most of the cuts, about 1,800, will be involuntary.

The latest reductions will cut Ford's British work force to below 40,000. The company has cut employment levels by an average of 2,700 workers a year since 1980, when it had a payroll of 72,000.

Ford of Britain Chairman Ian McAllister said the automaker did not intend to shut any of its plants in the United Kingdom.

Separately, General Motors' Vauxhall unit said it would cut 300 more jobs at its Luton facility, north of London.

— Ed Wendt

GM recalls cars for belt loops

DETROIT — General Motors is recalling about 414,000 cars, in compliance with federal passive restraint requirements, because some were built with cracked front-door shoulder belt guide loops that could pull off in an accident.

The recall involves 1991 coupes: Chevrolet Cavalier

and Lumina; Pontiac Sunbird and Grand Prix; Oldsmobile Cutlass Supreme; and Buick Regal, said GM spokesman Jack Dinan.

The supplier of the part estimates that only 2.5 percent of the recalled cars will have the cracking problem, but all will be checked, Dinan said.

If cracks are detected, a reinforcing plate will be installed at no charge to customers.

— Phil Frame

Porsche recalls 85 new 968s

RENO, Nev. — Porsche Cars North America is recalling 85 Porsche 968 sports cars. The 968 is a new model for 1992.

Through normal testing, Porsche determined that bolts attaching the steering rack to the vehicle may have been stretched through over-torquing in assembly. That may cause the bolts to loosen, affecting the mounting position of the steering rack and causing damage to the rack, less precise steering response or a non-centered steering wheel.

Health care: \$1,086 per car

WASHINGTON — President Bush's proposal for national health insurance tax credits was announced a day after auto industry analysts told Congress that health care costs are sapping the industry's ability to compete in international markets.

Health care costs add \$1,086 to the cost of the average Big 3 car, according to David Andrea, senior research associate at the University of Michigan. At Chrysler Corp., the cost is about \$700 a car, according to Walter Maher, director of federal relations.

— Max Gates

Senate ponders energy proposal

WASHINGTON — The Senate plowed through more than 40 amendments to a 400-page energy bill last week and still had a few dozen to go. Senators expect to resume debate and perhaps vote on

the bill when they return from a week-long recess Feb. 18.

The comprehensive energy bill, which has the backing of President Bush, was introduced by Sen. Bennett Johnston, D-La. The Senate rejected the legislation last November, but the new version does not include the two controversial elements — drilling in an Alaskan preserve and new corporate average fuel economy standards. In its present form, the bill would require increased fleet use of alternative-fuel vehicles in more than 120 cities.

— Max Gates

Saturns headed to Taiwan

Saturn Corp. will begin its overseas export program by sending 1992-model sedans and coupes to Taiwan this summer.

The company initially plans to ship 200 to 400 cars a month. A spokesman said Saturn is also studying possible export of its wagon to Taiwan, although that model will not be produced in the 1992 model year.

General Motors of Taiwan will import the SL1 and SL2 sedans and the SC coupe.

Saturn has sold 2,500 cars in Canada since the line became available there last September. The company has announced plans to export to Japan in a few more years.

— Lindsay Chappell

Opel switches distributor

FRANKFURT — Adam Opel AG, General Motors' German subsidiary, said Friday it is negotiating to switch distributors in Japan.

Opel said it has not been satisfied with Isuzu Motors Ltd. and Toho Motors Corp., a nationwide dealership, and plans to appoint Yanase & Co. sole importer and distributor in Japan starting in 1993.

Yanase distributes GM's U.S.-built cars. Opel said selected Isuzu and Toho Motors dealers may continue to sell Opels.

Opel said its sales in Japan totaled 2,725 units last year.

— Diana T. Kurylko

briefly

Hyundai dealer dials up disaster

An auto dealer has had to explain why 1,000 customers were set up with a telephone sex line instead of a mechanic to fix their defective Hyundai Excels. Someone at Freehold Auto Group in Freehold, N.J., goofed when they typed a recall letter suggesting owners of 1986, 1987 and 1989 Excels call an 800-number to make an appointment for free replacement of valves that could be corroding. The Associated Press reported that the number in the notice directed callers to a 900-number sex line. "We tried to do a good thing by sending out those letters to alert the customers to the recall," said Sal Hernandez, dealership service manager. "A good thing is turning into a nightmare." Customers seemed to take the mistake good-naturedly, he said. The dealership sent an apology letter with the correct 800-number.

TONQUE TIED — Warning: Referring to employees as "over the hill" or "fat and 40" will not win you any points with a judge in an age discrimination case. So advises the Missouri Automobile Dealers Association in a bulletin issued to members, cautioning them to avoid phrases such as "you can't teach an old dog new tricks." Point in case — a St. Louis dealership filed for bankruptcy after losing an age discrimination suit filed by a terminated employee.

FIFTH ESTATE — Japan's "Big Four" in the United States — Toyota, Honda, Nissan and Mazda — all have public relations offices in Detroit. Now No. 5 Mitsubishi has followed suit. But while the four rivals answer media calls from Detroit's Renaissance Center, the new Mitsubishi Motors America Inc. office is in suburban Southfield, where the company does much of its liaison work with partner Chrysler Corp.

CALLING ALL CLASSIC CARS — Vintage car owners can be Olympians by participating in the Drive America fund-raiser, held in conjunction with the March of Dimes' Walk America in April. Drive America, sponsored by Ford Motor Co., invites owners of classic cars to drive the same route as walkers and to collect pledges for their efforts. Ford spokesman Larry Weiss says Ford will present each Drive America participant with an Olympic-style bronze medal, and individual Ford car clubs will establish fund-raising goals for silver and gold medals. Weiss says 850 clubs have signed up to participate so far.

DEAFENING SILENCE — Due to a "lack of response," Yugo America canceled its make meeting scheduled for yesterday at the National Automobile Dealers Association convention. Yugo sold 3,092 cars last year, down 51.4 percent.

AMERICAN AS APPEL STRUDEL —

Wolfgang Reitzle, head of research and development for BMW AG, said his company was concerned that its cars would be lumped together with Japanese cars in the present "Buy American" campaign. Not to worry. The company's sales were up 43 percent in January — enough to erase concerns that "Buy American" might mean "don't buy European."



Reitzle: What, me worry?

A-CAR

GM turns problem car into quality survey star

continued from PAGE 1

in a 1991 J.D. Power and Associates New Car Initial Quality Study. In the "upper middle" segment, the Pontiac 6000 was quality rated above those high-quality Japanese cars. Two other A-cars, the Oldsmobile Cutlass Ciera and the Buick Century, slipped in just behind the Cressida but ahead of the Infiniti G20 and Nissan Maxima.

It was a dramatic turnaround. So dismal was A-car quality in the mid-1980s that an A-car plant was held up as a prime example of horrible American manufacturing in the influential 1990 book *The Machine That Changed the World*.

Launching 'The Blitz'

GM insiders say the seed for the turnaround was sown in late 1985 when the company launched an all-out attack on A-car quality problems. It was The Blitz.

That effort was originally aimed at dealership service problems — if the cars break, GM will fix them. But it turned an acknowledged quality disaster into one of the highest quality vehicles in the American market. The A-car platform variations at the time consisted of the Ciera and Century and the now-discontinued Pontiac 6000 and Chevrolet Celebrity.

The Blitz, spoken of in almost reverential tones, was given massive funding. Its managers had enormous latitude in implementation in order to speed the program's effect. Its "empowered" foot soldiers were groups of engineers who flew around the country fixing service problems at the dealerships, determining the root causes, and relaying that information back to the appropriate GM marketing, design, engineering or manufacturing area.

At the same time, GM high-level management had its attention focused on future product programs — including the all-important mid-sized W-platform that was to compete against the newly launched aerodynamic Ford Taurus and Mercury Sable.

Ultimately, the W-cars (Buick Regal, Oldsmobile Cutlass Supreme, Pontiac Grand Prix and Chevrolet Lumina) were to completely replace the similar-sized A-body cars. In the case of Chevrolet and Pontiac, that replacement has already taken place.

So almost by default, lower-level engineers on the A-car were thus empowered to make their own decisions, insiders say. The result of this benign neglect was faster decision-making, which speeded both the cleanup of warranty complaints and the implementation of design changes that quickly improved quality of the A-cars.

GM made internal quality-audit documents available for *Automotive News* review. These internal audits are based on rigorous examinations by expert insiders, who note even the smallest defects. As a result, the audits tend to show significantly higher numbers of defects per 100 vehicles than do consumer surveys such as the J.D. Power Initial Quality Survey.

"From 1987 to 1991, you can see a pretty steep improvement," said Carlisle "Cardy" Davis, platform manager for mid-sized cars and the Corvette for the C-P-C Group. "We were up to 430 problems per 100 vehicles in 1987. And now we're down to 230. But if we go back to 1985, it was a hell of a lot higher. Today, we're about a sixth or a seventh of where we were in 1985. We've passed Taurus, and we're right on top of where Camry and Accord are."

A J.D. Power Initial Quality Survey done in 1987, after improvements were begun on A-cars, showed that the cars had 154 reported problems per 100 vehicles compared to an industry average of 168.

By 1991, the industry average had dropped to 141 problems per 100 vehicles, as reported by their owners. And A-car results beat all but more a few more expensive imports: Pontiac 6000 (78 defects); Century (91 defects); Cutlass Ciera (97 defects).

Fiasco in Framingham

The Machine That Changed the World shook the domestic automakers to their founda-



JOE WILSENS/AUTOMOTIVE NEWS

"We just made a decision back then that if we didn't change the way we did business, we knew we wouldn't be around," said Jack Evans, manufacturing manager for C-P-C.

tions by proclaiming the imminent death of American-influenced mass-production techniques and the ascendancy of Japanese-influenced "lean production."

In the book, based on a five-year, \$5 million industry study by the Massachusetts Institute of Technology, the authors tagged the GM A-car plant in Framingham, Mass., as "a classic mass-production environment with its many dysfunctions."

The authors repeatedly used the Framingham plant of 1986 as an example of a U.S. factory crippled by mass-production methods that compromised its ability to build low-cost, high-quality cars.

No single "silver bullet" made the change happen. Improvements came in labor relations, engineering and GM's four-phase process of developing and changing cars, according to Buick, Oldsmobile and C-P-C Group managers and directors responsible for publicity, product satisfaction, engineering and manufacturing for the A-car.

But two important events strongly influenced A-car quality. First, Framingham never did regain manufacturing health and was closed in 1989. Second was The Blitz.

"The Blitz did not really improve the quality of the car per se," said Davis of C-P-C. "But it got us thinking and developing a process that ultimately led us to one of the highest quality cars in General Motors."

An important side benefit of The Blitz was that the fast-response engineers rebuilt communication networks that had been severed after GM's 1984 reorganization.

GM managers downplayed Framingham's closure and cited other possibilities for improved A-car quality. They were:

- The "design stability" of the A-platform, which has changed only slightly since it was introduced in 1982
- Strict adherence to the deadlines and contracts of GM's new four-phase development process for changes in the car, which began after the A-car introduction. (See adjoining story.)
- Wider internal distribution of customer-survey material, resulting in a sharper focus on retail-customer needs
- Benign neglect from GM management that empowered low-level managers to make critical decisions.

The positive J.D. Power survey has contributed to a sales surge for the surviving A-cars, the Century and Ciera. Despite their age, these models were the best-selling models at their divisions in 1991.

The Ciera has been Oldsmobile's best-seller annually since 1985. Century was Buick's best seller from 1984 through 1987. But it was bumped by the LeSabre (another J.D. Power quality standout) in 1988, 1989 and 1990.

In December, GM's management committee approved funding for a 1995 redesign for the Century and Ciera.

Closing poor-quality plants is obviously not the best way to improve quality. But closing Framingham unquestionably improved A-car average quality.

Only the Oklahoma City and Ramos Arispe, Mexico, plants still build A-cars. Ste. Therese is already shifting over to build the new F-car: the Pontiac Firebird and Chevrolet Camaro. Another A-car plant, Doraville, Ga., builds the W-car Oldsmobile Cutlass Supreme. Tarrytown, N.Y., now builds front-drive minivans.

J.W. "Jack" Evans was the plant manager at GM's Oklahoma City plant in 1985. That was when things started to change, he said. He is now overall manufacturing manager for C-P-C.

In 1985, Evans said, GM engineers and suppliers were invited to build A-cars on the Oklahoma City line. Many of the engineers and suppliers were surprised at the difficulty of building complex designs with poor-quality parts. One high-level engineer jokingly described engineers building cars as "an unnatural act."

"But it was no more point-the-finger, beat up or blame people," Evans said. "We knew we had to come together as a team. We just made a decision back then that if we didn't change the way we did business we knew we wouldn't be around."

"Before that, we were just worried about being good enough for General Motors. We weren't worried about being as good as the best — the people you were really competing against."

'Action teams' roll

GM had long had quality problems. GM's traditional way of fixing defect-prone cars was one at a time in the dealership service bay. In the case of the A-car, GM management authorized The Blitz.

The Blitz started in the dealership. But it took the information from the front lines and relayed it back to the factory.

"Action teams" or "A-cat teams" (A-car customer action teams) were formed to "stop the massive bleeding," as one engineer put it. They were to fix retail customer problems and then relay information deep into the organization to eliminate the root causes.

For example, a Florida customer complained of a terrible smell in her A-car on hot days. An A-cat team went to the dealership and stripped out the interior of the car. The various pieces were then subjected to elevated temperatures in the dealership's paint oven. The culprit: formaldehyde, used in the seat foam. Oklahoma City sent the dealer a fresh set of front and rear seats. And the process was changed to eliminate the traces of formaldehyde.

Impressed by the success of the original A-car action teams, other GM platform groups have since created their own "cross-functional" teams to monitor and act on quality and other customer-focus issues.

"Originally, The Blitz and the action teams were a reactionary type of effort," said Bob Schlitt, quality process manager for A-car operations at C-P-C. "But it became increasingly evident that we couldn't continue to function in a reactive way. For one thing, it was expensive. We had to work our way back into the development, design and concept stages to prevent the problems from occurring. That started to get at the lack-of-communication issue. We started to communicate effectively with all the different staff members."

Stable platform aids quality

Practice makes perfect. GM was able to build basically the same car for 10 years, creating an advantage in a quality survey.

But platform engineers point out that even stable vehicles nonetheless receive many engineering upgrades — usually invisible to

casual observers.

"Why, probably 20 to 50 percent of the part numbers change every year related to improvements," said Davis of C-P-C. "In terms of content, the current vehicle has very few parts, if any, that were the same as in 1982."

Mary Munkacsy, an Oldsmobile Cutlass Ciera car line engineering manager, offered another theory on the A-car quality turnaround. She called it "adhering to the process" — no longer making late changes to decisions made during the planning or concept phase. Changes made in the late stages of the GM development process might result in poor execution and poor quality. And finally, Munkacsy said, deadlines and contract agreements are met on time.

"You want to bring on the new product without a hitch," she said. "That means all the testing is done by the time you build a prototype. You don't want to be adding changes after prototype. You add changes, then you're missing an opportunity to find problems. If you find the problems earlier, you can fix them earlier. And they never get out. It's getting out of the crisis mode."

"Actually, one of the advantages of the A-car is that it isn't very exciting," said Munkacsy of Oldsmobile. "But it sold. So there was very little managerial interference. In 1985, our division alone was selling over 330,000 a year. So upper management was busy with other things."

The W-cars may have been the "golden child" in the 1985 to 1987 time frame, but the sales success of the unexciting A-car and its high rank on quality surveys now provide a golden halo for the corporation and gold for the corporate coffers. ■

Four-phase system improves A-cars

Each year, every GM vehicle goes through a development process. The process can range from producing an all-new car to making small improvements, invisible to the consumer, on an existing vehicle.

Although the A-car appears to have changed little since it was introduced in 1982 for the 1983 model year — minor facelifts in the 1985, 1987 and 1989 model years — it has received many changes that stemmed from the regular development process.

GM initiated the four-phase development process in 1987. It was designed to make sure products hit the markets at which they are aimed, progress through the development process on time and are finished within budgets. It also is designed so that engineering, design, manufacturing and marketing work in a coordinated manner.

Virtually every change made to a vehicle, even items seemingly as small as a new body side molding, is subject to GM's Four-Phase Process:

- In Phase 0, a planning and marketing team decides what the vehicle is going to be and the intended customer.
- In Phases 1 and 2, an implementation team, consisting of product development teams, splits the vehicle up into various segments: body exterior, interior, heater-ventilation-air conditioning, powertrain, doors, etc.

These implementation teams consist of people from marketing, component engineering, plant and manufacturing engineering, purchasing, financial, suppliers and materials management.

By the end of Phase 2, prototypes will have been built.

■ In Phase 3, the assembly plant builds pilot cars on the production line tooling to be used for the vehicle. When the plant is confident it can build cars at consistent quality levels and speed, the project enters Phase 4, production for sale.

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Nissan: right-drive Villager unlikely

RICHARD JOHNSON
Staff Reporter

TOKYO — Nissan Motor Co. officials said last week they see no chance of following through with their company's proposal to import a right-hand-drive version of Ford Motor Co.'s new Mercury Villager minivan into Japan.

The idea was put forward by Nissan during President Bush's visit to Tokyo last month, one of several proposals to boost imports of American cars. The Japanese government has included the Villagers in the announced goal of increasing imports by 19,000 units a year, even though the proposal was plagued from the start. Ford was not consulted before Nissan made its announcement.

Nissan estimated then that it could sell 3,000 Fords a year in Japan, with about half of that target representing right-hand-drive Villagers.

But Nissan officials now say privately that development of a right-hand-drive version of the Nissan-designed Villager would be impractical because of the enormous costs involved. The vehicle would



A right-hand-drive Villager would require a huge investment.

have to be re-engineered to change the sliding door from the right to left side.

Nissan said it would be willing to cooperate on sales of other Ford passenger cars, such as the Taurus and Taurus station wagon and successor models. But that project must overcome snags because Mazda Motor Corp. is the exclusive importer and dealer of Ford passenger cars in Japan.

Nissan Executive Vice President Yoshikazu Hanawa said Nissan has begun talks with Mazda. But Mazda President Yoshihiro Wada

said recently that "the first priority is for Nissan to negotiate with Ford, not Mazda."

Some left-hand-drive Villagers with minor modifications might still be imported, Nissan said.

"We have to think about importing them as they are," Hanawa said last week.

The Villager will begin production April 13 at Ford's plant in Avon Lake, Ohio, alongside Nissan's Quest version.

"We expressed our willingness and good will to sell the Villager in Japan," said a Nissan spokesman.

"We are waiting for a response from Ford. If they want to sell it, we think it is for Ford to study the feasibility."

But privately, Nissan officials say they were never enthusiastic about the idea.

"It is not realistic; it is too expensive to change to right-hand-drive," said one executive. "We could possibly import a few with left-hand drive, but the Taurus is more realistic."

A senior Ford executive estimated in Tokyo last month that the necessary changes would cost several hundred million dollars.

The proposal took Ford by surprise last month, and the companies have not discussed it.

It was announced by Nissan against the backdrop of relentless pressure from Japan's Ministry of International Trade and Industry in the days before the Bush visit.

At the time, Nissan laid out a series of requirements it said must be met for the Villager to meet Japanese specifications, including right-hand drive, placement of the sliding door on the left side and competitive pricing. **AN**

Transplants boosting exports

About 20,000 cars
destined for Japan

LINDSAY CHAPPELL
Staff Reporter

The Japanese transplants will give a big push to U.S. export efforts this year by shipping as many as 40,000 additional U.S.-made cars to overseas markets.

The planned activity serves as an ironic backdrop to last month's U.S. trade mission to Japan, when Big 3 leaders pressed Japan to import more American cars.

The increase will mean that Japanese factories in the United States alone could export a total of 97,000 cars this year, or more than a third of the volume the Big 3 exported last year. Most Big 3 exports go to Canada.

About 20,000 transplant cars will go to Japan — representing nearly two-thirds of all U.S. exports to that market.

The numbers are rising quickly. For example:

■ Toyota Motor Manufacturing U.S.A. Inc. will start shipping up to 40,000 Kentucky-made Camry wagons to Japan this year.

■ American Honda Motor Co. plans to export about 40,000 U.S.-made Accords and Civics this year. That would be an increase of 13,000 units from 1991.

■ Mitsubishi Motor Sales of America Inc. forecasts a 10,000-unit gain in its export of U.S.-made cars this year, treble its 1991 results. Mitsubishi plans to ship 6,000 Eclipses from its Diamond-Star Motors Corp. plant in Normal, Ill., to Germany in the first half of this year, and accelerate exports in the second half. A few four-door Mirages are also slated for export.

■ Mazda Motor Manufacturing (U.S.A.) Corp., which produces the Mazda 626 and MX-6 in Flat Rock, Mich., is considering a plan to export those cars, a company spokesman said. The company will build about 15,000 Ford Probes to be sold by Ford Motor Co. in Japan, Britain and Germany.

■ Fuji Heavy Industries plans to export about 600 Subaru Legacys to Taiwan in the first half of the

TRANSPLANT EXPORTS

	1992 planned	1991	Models and destination
Honda	40,000	27,000	Civic to Israel; Accords to Japan, Taiwan, Hong Kong, South Korea, Australia, Britain, France, Spain / Portugal / the Netherlands, Belgium, Germany, Denmark, Sweden / Norway / Finland
Toyota	40,000	24,000	Camry, Corolla to Japan, Taiwan
Mitsubishi	15,000	5,000	Eclipse, Mirage to Germany
Mazda	1,000	630	MX-6, 626 to Taiwan, Europe, Guam, Puerto Rico
Subaru-Isuzu	1,000	260	Legacy to Taiwan
TOTAL	97,000	56,890	

year, and about 400 in the second half. The Lafayette, Ind., producer is also studying a plan to ship cars to Europe.

Japanese manufacturers dismiss suggestions that the increasing export business is related to the state of U.S.-Japanese trade relations. In some cases, particularly Honda's, the volumes were targeted years ago. And in other cases, like Mitsubishi's, the exports are headed for Europe rather than Japan.

The exports do help keep plants busy. Mazda has been operating under capacity for the past two years as sales of its aging products waned. Diamond-Star has never operated at more than 70 percent of its 240,000-unit capacity, and until new products are introduced there in late 1993, U.S. demand isn't likely to climb.

Yet export markets have not been solid gold. Despite Honda's aggressive posture on exporting, the company is far behind its 1988 long-range target of capturing 70,000 exports by 1991. The company blames sluggish auto markets around the globe.

"It is a struggle," said Yo Masuda, Honda's vice president of exports. "All of our key markets, like Japan, have been struggling just like the United States. But we're making progress."

Honda exported 27,000 cars from its two Ohio factories in 1991 — about 14,500 of them to Japan, and most of them Accord station wagons.

A number of its markets have faced industry slumps, including Britain, where sales fell nearly 20 percent last year, and Taiwan, where they fell 10 percent, Masuda said.

Despite the tough environment, the company actually surprised itself last year, exporting 27,000 cars instead of the 22,500 it forecast at the beginning of the year. Similarly, Mitsubishi had forecast about 3,000 sales for 1991 and ended up at about 5,000.

Israel and Germany are both advancing as strong markets for Honda. Last year, the company sold more than 4,000 U.S.-built cars in Israel, capturing nearly 8 percent of the market. This year, Honda plans to sell another 1,000 units there, Masuda said.

Europe offers new growth as the company works toward the 70,000 figure, Masuda said. This year, Honda will add Italy, Portugal, Denmark, Sweden, Norway and Finland to the list of European nations selling its U.S.-built cars.

In the Pacific, Honda will begin shipping the cars to Australia and Hong Kong this year.

The sag in U.S. sales offers the same exporting opportunity to Big 3 carmakers, who also forecast stronger 1992 export sales. Ford's 1991 exports of 51,661 units were 36 percent higher than 1990. General Motors reported a 30 percent increase in 1991 exports, which tipped 130,000 units.

The transplants have a leg up

on the Big 3 in exporting to Japan as they roll out right-hand-drive vehicles for their home market. Critics have blamed the Big 3's low sales in Japan on Detroit's unwillingness to put steering wheels on the side consumers want.

Honda has been building right-hand-drive Accords in the United States for two years. Toyota will offer a U.S.-built right-drive Camry this spring. And by the fall, Mazda will produce right-drive versions of the 626, MX-6, and even the Probe. Ford's optimism over Probe exports is largely based on the steering switch.

The Japanese transplants are suited for exports because of their output of "world cars" that hold appeal to markets around the globe. Honda's Accord wagon, which will sell in 10 countries this year, is built exclusively in Marysville, Ohio. The Toyota Camry wagon, which debuts this spring, will be exclusive to Georgetown, Ky. The Mitsubishi Eclipse and Isuzu Rodeo also are built only in the United States. **AN**

Safety group scorns 2½-mph bumpers

WASHINGTON — Weak bumpers on small cars will cost consumers money — up to \$3,864 in repairs for a 5-mph crash, says the Insurance Institute for Highway Safety.

The institute tested 24 small two-door models. None of their bumpers completely protected the car from damage, and two-thirds of the cars had more than \$2,000 in repairs, the institute said.

The problem, according to the group, is the rollback in federal bumper standards from 5 mph to 2½ mph in 1982.

"The result is flimsy bumper systems, lots of damage in low-speed impacts, high repair costs and wasted time and aggravation to get car repairs completed just because of the kinds of bumps that happen all the time, commonly in parking lots," said Insurance Institute President Brian O'Neill.

— Max Gates

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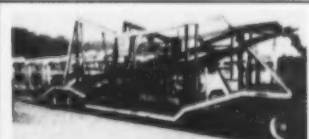
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SALES

Totals don't show
'Buy American' bias

continued from PAGE 3

Lexus. Suzuki, which produces in Canada, was up, too.

Mazda, Mitsubishi, Subaru, Isuzu and Daihatsu declined; all but Daihatsu have U.S. plants.

In all, Japanese makes jumped 7.1 percent to 211,428 cars and light trucks. Sales for the U.S. Big 3 were up 2.3 percent, and the Europeans rose, too.

The industrywide gains were in comparison to a 27.7 percent decline in the year-ago month, which included the start of the Persian Gulf war. Truck sales were even worse in 1991, down 32.0 percent.

Late-January sales shored up the monthly total for 1992. In the first 20 days, sales had fallen below even the depressed year-ago figures.

Pochiluk said U.S. union members are probably the strongest Buy American advocates, but they're also one of the groups hardest hit by the recession.

"They're out of the marketplace right now," he said. "They're not buying."

The market share for Japanese makes grew to 24.8 percent in January, up from 24.0 percent a year ago. That included an increase of three percentage points in car share, to 20.9 percent. But their truck share dipped from 17.9 percent to 15.0 percent.

Ford Motor Co. sales rose 7.3 percent, including an 11.5 percent jump in truck sales. Ford's sales were off 31.8 percent in 1991.

Chrysler Corp. sales slipped 2.8 percent, as its car sales fell 23.6 percent. Chrysler said much of the decline was due to a cut in sales of "nearly 20,000" program cars. Its light-truck sales were 21.2 percent above the year-ago month.

General Motors sales edged up 1.0 percent, with car sales down 2.1 percent and truck sales up 8.0 percent. GMC truck sales improved 26.9 percent.

European luxury makes, which last year suffered from the Jan. 1 imposition of the luxury tax on top of the war and the recession, posted large increases.

Mercedes-Benz sales jumped 30.3 percent; BMW sales rose 42.7 percent; and Porsche sales climbed 82.2 percent. **EN**

Daihatsu offers suite at NADA

Daihatsu America Inc. is among the companies offering a hospitality suite at the National Automobile Dealers Association convention in Dallas.

The Daihatsu suite, for anyone with an NADA badge, will be open in the Loews Anatole Hotel from 2 to 9 p.m. today and from 9 a.m. to 2 p.m. Tuesday, Feb. 11. **EN**

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DOMESTIC CAR SALES, JANUARY

	Jan. 1992	Jan. 1991	1 Mo. 1992	1 Mo. 1991
Summit	380	386	380	386
Talon	1,945	2,160	1,945	2,160
Premier	646	402	646	402
Total Eagle	2,971	2,948	2,971	2,948
Horizon	0	91	0	91
Laser	1,727	1,799	1,727	1,799
Sundance	4,509	3,340	4,509	3,340
Reliant	0	0	0	0
Acclaim	5,709	11,531	5,709	11,531
Total Plymouth	11,945	16,761	11,945	16,761
LeBaron A	3,484	1,481	3,484	1,481
LeBaron J	2,289	1,938	2,289	1,938
LeBaron GTS	0	0	0	0
Fifth Avenue (rwd)	0	0	0	0
Fifth Avenue (fwd)	2,906	3,343	2,906	3,343
Imperial	812	1,242	812	1,242
New Yorker C	1,773	1,520	1,773	1,520
Total Chrysler	11,264	9,524	11,264	9,524
Omni	0	104	0	104
Shadow	5,337	4,935	5,337	4,935
Monaco	211	195	211	195
Daytona	872	1,059	872	1,059
Aries	0	0	0	0
Lancer	0	0	0	0
Spirit	4,868	10,732	4,868	10,732
Dynasty	5,944	11,308	5,944	11,308
Total Dodge	17,232	28,333	17,232	28,333
CHRYSLER CORP.	43,412	57,566	43,412	57,566
Escort	19,331	20,446	19,331	20,446
Mustang	4,493	4,439	4,493	4,439
Tempo	13,357	13,507	13,357	13,507
Taurus	24,819	21,329	24,819	21,329
Thunderbird	3,679	4,505	3,679	4,505
Probe	2,967	3,557	2,967	3,557
Crown Victoria	6,580	5,288	6,580	5,288
Total Ford Div.	75,226	74,071	75,226	74,071
Topaz	4,050	3,936	4,050	3,936
Sable	8,480	5,852	8,480	5,852
Cougar	2,272	3,526	2,272	3,526
Grand Marquis	7,560	5,154	7,560	5,154
Total Mercury	22,362	18,468	22,362	18,468
Continental	1,982	3,637	1,982	3,637
Town Car	9,021	8,282	9,021	8,282
Mark VII	437	636	437	636
Total Lincoln	11,440	12,555	11,440	12,555
Total L-M Div.	33,802	31,023	33,802	31,023
FORD MOTOR CO.	109,028	105,094	109,028	105,094
Skyhawk	0	0	0	0
Roadmaster	2,636	15	2,636	15
Somerset/Skylark	4,903	9,245	4,903	9,245
Century	8,768	6,871	8,768	6,871
Regal	5,889	8,170	5,889	8,170
LeSabre	13,944	7,407	13,944	7,407
Reatta	37	323	37	323
Electra/Park Ave.	4,300	5,390	4,300	5,390
Riviera	837	1,049	837	1,049
Total Buick	41,314	38,476	41,314	38,476
Allante	110	156	110	156
Seville	2,967	3,321	2,967	3,321
DeVille	8,861	11,967	8,861	11,967
Brougham	1,160	2,058	1,160	2,058
Eldorado	1,615	1,012	1,615	1,012
Total Cadillac	14,733	18,514	14,733	18,514
Geo Metro	8,661	8,667	8,661	8,667
Geo Prizm	5,469	6,602	5,469	6,602
Cavalier	16,356	24,737	16,356	24,737
Camaro	4,509	2,833	4,509	2,833
Celebrity	1	3,647	1	3,647
Corsica/Beretta	11,025	8,374	11,025	8,374
Lumina	10,916	13,950	10,916	13,950
Caprice	6,465	8,720	6,465	8,720
Corvette	1,065	1,033	1,065	1,033
Total Chevrolet	64,467	76,763	64,467	76,763
Calais	868	4,999	868	4,999
Achieva	2,938	0	2,938	0
Cutlass Ciera	8,637	6,113	8,637	6,113
Cutlass Supreme	5,166	6,013	5,166	6,013
Eighty Eight	7,071	6,850	7,071	6,850
Custom Cruiser	327	487	327	487
Ninety Eight	1,962	3,770	1,962	3,770
Toronado	395	502	395	502
Total Oldsmobile	27,364	28,734	27,364	28,734
Sunbird	6,234	6,601	6,234	6,601
Firebird	1,381	1,655	1,381	1,655
Grand Am	10,557	10,383	10,557	10,383
Pontiac 6000	168	1,527	168	1,527
Grand Prix	6,196	6,078	6,196	6,078
Bonneville H	8,239	3,966	8,239	3,966
Total Pontiac	32,775	30,210	32,775	30,210
Total Saturn	10,204	1,520	10,204	1,520
GENERAL MOTORS	190,857	194,211	190,857	194,211
Civic	10,011	6,851	10,011	6,851
Accord	21,032	15,576	21,032	15,576
HONDA	31,043	22,427	31,043	22,427
MX-6	652	1,986	652	1,986
626	3,958	3,495	3,958	3,495
MAZDA	4,610	5,481	4,610	5,481
Eclipse	2,743	692	2,743	692
Mirage	1,054	3,794	1,054	3,794
MITSUBISHI	3,797	4,486	3,797	4,486
NISSAN Sentra	7,940	7,598	7,940	7,598
Corolla	8,568	6,529	8,568	6,529
Canary	12,044	10,470	12,044	10,470
TOYOTA	20,612	18,999	20,612	18,999
SUBARU Legacy	2,282	2,782	2,282	2,782
SUZUKI Swift	24	1	24	1
DOMESTIC TOTAL	413,805	416,845	413,805	416,845
IMPORT TOTAL	146,518	137,733	146,518	137,733
INDUSTRY TOTAL	560,123	554,378	560,123	554,378

*includes units produced in Mexico

TOP 10 SELLERS,
JANUARY 1992

	Jan. 1992	Jan. 1991
1. Chevrolet C/K pickups	27,827	26,950
2. Honda Accord	24,819	24,125
3. Ford Taurus	23,205	19,331
4. Ford F-series pickups	18,846	17,577
5. Ford Explorer	15,457	16,356
6. Ford Escort	15,457	15,457
7. Ford Ranger	15,457	15,457
8. Toyota Camry	15,457	15,457
9. Chevrolet Cavalier	15,457	15,457
10. Dodge Caravan	15,457	15,457

Source: Automotive News Data Center

LIGHT-TRUCK SALES,
JANUARY

	Jan. 1992	Jan. 1991
Town & Country	717	217
Total Chrysler	717	217
Vans	3,197	2,038
Ram Wagon	1,678	563
Caravan	15,457	14,509
Caravan C/V	423	523
Ram 50	335	426
Ramcharger	409	552
Dakota	8,054	5,326
Pickups	5,606	5,398
Total Dodge	35,159	29,335
Voyager	12,979	11,127
Total Plymouth	12,979	11,127
Wrangler	3,174	2,876
Cherokee	13,015	9,381
Grand Wagoneer	0	513
Comanche	357	514
Total Jeep	16,546	13,284
CHRYSLER CORP.	65,401	53,963

Vans	7,137	6,578
Aerostar	8,851	8,336
Club Wagon	1,605	1,124
Ranger	18,846	17,720
Bronco	1,530	1,925
Bronco II/Explorer	23,205	16,621
Pickups	24,125	24,229
FORD MOTOR CO.	85,299	76,533

Vans	5,098	4,595
Sportsvan	525	370
Geo Tracker	1,608	2,226
Astro	6,499	6,653
Lumina APV	3,532	2,938
S10	14,670	13,959
S10 Blazer	9,253	10,379
Blazer	721	648
Suburban	2,076	2,704
Pickups	27,827	25,911
Total Chevrolet	71,809	70,363

Vans	2,788	1,514
Safari	2,398	1,905
S15/Sonoma	3,865	2,975
S15 Jimmy	2,307	2,264
Jimmy	182	224
Suburban	820	993
Pickups	9,041	6,987
P Model	202	133
W4	141	138
Total GMC	21,744	17,133

Silhouette	1,026	1,014
Bravada	1,131	551
Total Oldsmobile	2,157	1,565
Trans Sport	1,940	1,341
Total Pontiac	1,940	1,341
GENERAL MOTORS	97,650	90,422

DAIHATSU Rocky	175	263
Pickup	1,672	2,080
Amigo	504	493
Trooper	369	2,031
Rodeo	2,301	1,183
ISUZU	4,846	5,787

Pickup	4,049	3,737
MPV	2,585	3,968
Navajo	588	895
MAZDA	7,222	8,600

Pickup	1,065	1,799
Montero	672	829
Van	0	24
MAZDA	1,737	2,652

Pickup	7,648	8,607
Pathfinder	2,036	2,651
Axess	0	134
Van	0	2
Hawaii	666	244
NISSAN	10,350	11,638

RANGE ROVER	284	210
Samurai	203	414
Sidekick	1,039	772
SUZUKI	1,242	1,186

Pickups	11,467	10,939
Previa	3,346	3,298
4Runner	2,822	3,267
Land Cruiser	569	680
TOYOTA	18,204	18,184

VOLKSWAGEN		
Vanagon	175	321
IMPORTS	44,235	48,841

INDUSTRY TOTAL	292,585	269,759
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*Includes domestic vehicles
Sales charts compiled by Karen Dellavski

Why the Japanese say what they say

No insults meant
by 'brutal honesty'

MARY ANN MASKERY

Staff Reporter

TOKYO — Lazy. Illiterate. Lacking in work ethic. Unable to produce quality goods. Second rate . . .

The jabs coming from Japan in recent weeks have been numerous and unflattering. Even Prime Minister Kiichi Miyazawa, the most international and urbane of Japan's current political leaders and a true friend of the United States, ruminates that Americans don't know how to "sweat" anymore.

Infuriating, the barbs are equally puzzling. Baffled, Americans grope for an answer: Why are these guys saying these things?

Simply put — because they believe what they're saying.

"Half of all Japanese workers have the same opinion" as Miyazawa about the American work ethic, says Takashi Inoguchi, professor at Tokyo University.

But, he is quick to stress, no insult is intended by such remarks or opinions. Rather, he says, such remarks are an example of how the Japanese can be unsophisticated in their honesty.

"They were saying what they think" and not thinking of the impact, he says.

To Koichi Shimokawa, professor of business at Hosei University, the recent criticisms have come from "old politicians with old-fashioned thinking."

"I hate it," he says.

But Shimokawa, who has studied American auto plants, says that in his experience, American management practices are indeed a "big problem."

He recalled workers at the Toyota-General Motors joint venture in Fremont, Calif., telling him how much happier they were after Toyota management got involved than they had been when the plant was under GM control.

"Old fashioned labor practices and management systems had kept them from becoming more skill-

ful," he says.

Robert Orr, director of the Stanford Japan Center in Kyoto, agrees that the opinion that American workers are lazy and mismanaged is not the exception in Japan.

"It is highly representative of the way many Japanese think; it is a widely held view," he says.

In a society that still values conformity, where workers typically wear uniform-like garb, this view of U.S. workers is reinforced even by American dress habits, he says.

"From their perspective, they see reports on television of American workers who may be wearing tank tops or football jerseys, or listening to music. To the Japanese, the American workers do not look serious," he says.

That image is then reinforced by repeated stories of shoddy quality in American products.

After President Bush's trip to Japan last month, when Japanese automakers announced plans to help sell more American cars, the press was filled with critical reports on American products.

One report quoted a suggestion that Japan buy the U.S. cars "and use them for land fill."

Another commentator grouched that Japanese consumers were being asked to do something Americans will not do — buy American cars.

Still, the Japanese are nothing if not polite. To that extent, the spate of openly stated insults seems wildly out of character — raising again the question of "Why?"

In the opinion of Orr and other observers, the reason for the flood of trans-Pacific insults is again simple — the Japanese think they can't be heard.

According to this premise, the Japanese people have been culturally conditioned to believe that their language is impenetrable to foreigners — and that their remarks will never be heard outside the speaker's immediate circle.

"(They) don't seem to understand they don't have a code any more," Orr says. "Foreigners do understand the language, and they are listening." ■

GM plans ad campaign for Cadillac Seville in Japan

TOKYO — General Motors hopes to polish its image in Japan by launching its first extensive TV advertising effort ever — an \$8 million campaign breaking in March for the Cadillac Seville.

"Our strategy is to remove the misunderstandings about American cars," said Ichiro Sugita, GM advertising and sales promotion manager in Japan.

"We are going to communicate the quality of GM cars to the Japanese people, especially the Cadillac

Seville, which is our flagship," Sugita said.

The GM campaign is designed to persuade skeptical Japanese consumers that the Seville, launched in November, is fully competitive in terms of fuel efficiency, fit and finish Japanese and German luxury marques.

Sugita said spot TV, newspapers, magazines and TV program sponsorships are planned.

The campaign will run for a year, he said.

Spending will depend on how many cars are sold, but the company will spend no less than \$8 million.

Total Cadillac sales in Japan last year were about 1,000, mainly Eldorado and Fleetwood models.

"This year we have no specific (sales) target," Sugita said. "We want to sell as many as possible, and we're hoping for a 20 percent to 30 percent increase."

He said that the Toyota Crown and the Nissan Cima are Cadillac's

main competitors.

"We are also competing with Mercedes and BMW, but our first competition is the Japanese domestic car," Sugita said. "The European cars are our secondary target."

The Seville sells for \$60,000, while the Crown line ranges from about \$11,000 to \$50,000, and the Nissan Cima sells for \$35,000 to \$50,000. In January, Toyota sold 18,000 Crowns; Nissan sells about 4,500 Cimas a month. ■

U.S. CAR AND LIGHT-TRUCK SALES, JANUARY — 1992 vs. 1991 (ranked by car and light-truck total sales)

Make	Car Sales		1992 Share	1991 Share	Truck Sales		1992 Share	1991 Share	Car & Truck Totals		% Share of Total Car & Truck Market		Changes	
	1992	1991			1992	1991			1992	1991	1992	1991	1992	1991
Ford	78,951	76,687	14.1	13.8	85,299	76,533	29.2	28.4	164,250	153,220	19.3	18.6	0.7	7.2
Chevrolet/Geo*	69,335	82,286	12.4	14.8	71,809	70,383	24.5	26.1	141,144	152,669	16.6	18.5	-2.0	-7.5
Toyota	46,358	42,256	8.3	7.6	18,204	18,184	6.2	6.7	64,562	60,440	7.6	7.3	0.2	6.8
Dodge	19,238	31,016	3.4	5.6	35,159	29,335	12.0	10.9	54,397	60,351	6.4	7.3	-0.9	-9.9
Honda	45,075	36,234	8.0	6.5	—	—	—	—	45,075	36,234	5.3	4.4	0.9	24.4
Buick	41,314	38,470	7.4	6.9	—	—	—	—	41,314	38,470	4.8	4.7	0.2	7.4
Pontiac	34,741	32,499	6.2	5.9	1,940	1,341	0.7	0.5	36,681	33,840	4.3	4.1	0.2	8.4
Nissan	25,169	22,843	4.5	4.1	10,350	11,638	3.5	4.3	35,519	34,481	4.2	4.2	0.0	3.0
Oldsmobile	27,364	28,734	4.9	5.2	2,157	1,565	0.7	0.6	29,521	30,299	3.5	3.7	-0.2	-2.6
Mercury	28,795	22,923	4.6	4.1	—	—	—	—	28,795	22,923	3.1	2.8	0.4	16.9
Plymouth	13,016	17,806	2.3	3.2	12,979	11,127	4.4	4.1	25,995	28,933	3.0	3.5	-0.5	-10.2
Mazda	15,445	15,904	2.8	2.0	7,222	8,600	2.5	3.2	22,667	24,504	2.7	3.0	-0.3	-7.5
GMC	—	—	—	—	21,744	17,133	7.4	6.4	21,744	17,133	2.5	2.1	0.5	26.9
Jeep	—	—	—	—	16,546	13,284	5.7	4.9	16,546	13,284	1.9	1.6	0.3	24.6
Cadillac	14,733	18,514	2.6	3.3	—	—	—	—	14,733	18,514	1.7	2.2	-0.5	-20.4
Chrysler	11,264	9,597	2.0	1.7	717	217	0.2	0.1	11,981	9,814	1.4	1.2	0.2	22.1
Lincoln	11,440	12,555	2.0	2.3	—	—	—	—	11,440	12,555	1.3	1.5	-0.2	-8.9
Mitsubishi	9,557	9,435	1.7	1.7	1,737	2,652	0.6	1.0	11,294	12,087	1.3	1.5	-0.1	-6.6
Saturn	10,204	1,520	1.8	0.3	—	—	—	—	10,204	1,520	1.2	0.2	1.0	571.3
Acura	9,365	9,141	1.7	1.6	—	—	—	—	9,365	9,141	1.1	1.1	0.0	2.5
Lexus	7,046	3,128	1.3	0.6	—	—	—	—	7,046	3,128	0.8	0.4	0.4	125.3
VW	6,412	6,421	1.1	1.2	175	321	0.1	0.1	6,587	6,742	0.8	0.8	0.0	-2.3
Hyundai	6,019	7,509	1.1	1.4	—	—	—	—	6,019	7,509	0.7	0.9	-0.2	-19.8
Subaru	5,621	7,064	1.0	1.3	—	—	—	—	5,621	7,064	0.7	0.9	-0.2	-20.4
Isuzu	667	455	0.1	0.1	4,046	5,787	1.7	2.1	5,513	6,242	0.6	0.8	-0.1	-11.7
Volvo	5,510	5,256	1.0	0.9	—	—	—	—	5,510	5,256	0.6	0.6	0.0	4.8
Mercedes	4,401	3,377	0.8	0.6	—	—	—	—	4,401	3,377	0.5	0.4	0.1	30.3
Eagle	3,816	3,551	0.7	0.6	—	—	—	—	3,816	3,551	0.4	0.4	0.0	7.5
BMW	3,637	2,548	0.6	0.5	—	—	—	—	3,637	2,548	0.4	0.3	0.1	42.7
Infiniti	2,443	1,862	0.4	0.3	—	—	—	—	2,443	1,862	0.3	0.2	0.1	31.2
Suzuki	537	391	0.1	0.1	1,242	1,186	0.4	0.4	1,779	1,577	0.2	0.2	0.0	12.8
Audi	1,080	843	0.2	0.2	—	—	—	—	1,080	843	0.1	0.1	0.0	28.1
Saab	1,060	1,027	0.2	0.2	—	—	—	—	1,060	1,027	0.1	0.1	0.0	3.2
Jaguar	631	511	0.1	0.1	—	—	—	—	631	511	0.1	0.1	0.0	23.5
Yugo	577	367	0.1	0.1	—	—	—	—	577	367	0.1	0.0	0.0	57.2
Daimatsu	389	448	0.1	0.1	175	263	0.1	0.1	544	711	0.1	0.1	0.0	-23.5
Porsche	419	230	0.1	0.0	—	—	—	—	419	230	0.0	0.0	0.0	82.2
Range Rover	—	—	—	—	284	210	0.1	0.1	284	210	0.0	0.0	0.0	35.2
Alfa Romeo	242	252	0.0	0.0	—	—	—	—	242	252	0.0	0.0	0.0	-4.0
Peugeot	103	347	0.0	0.1	—	—	—	—	103	347	0.0	0.0	0.0	-70.3
Sterling	0	204	0	0.0	—	—	—	—	0	204	0.0	0.0	0.0	-100.0
Other*	167	167	0.0	0.0	—	—	—	—	167	167	0.0	0.0	0.0	0.0
TOTAL	560,123	554,378	100.0	100.0	292,585	269,759	100.0	100.0	852,708	824,137	100.0	100.0	0.0	3.5
TOTAL BIG 3	362,213	376,158	64.7	67.9	248,350	220,918	84.9	81.9	610,563	597,076	71.6	72.4	-0.8	-2.3
TOTAL JAPAN	167,652	149,161	29.9	26.9	43,776	48,310	15.0	17.9	211,428	197,471	24.8	24.0	0.8	7.1
TOTAL EUROPE	24,239	21,550	4.3	3.9	459	531	0.2	0.2	24,698	22,081	2.9	2.7	0.2	11.9
GM	197,691	202,023	35.3	36.4	97,650	90,422	33.4	33.5	295,341	292,445	34.6	35.5	-0.9	-1.0
Ford	112,165	112,165	20.9	20.2	85,299	76,533	29.2	28.4	202,485	188,696	23.7	22.9	0.8	7.3
Chrysler	47,336	41,970	8.5	11.2	65,401	53,963	22.4	20.0	112,737	115,933	13.2	14.1	-0.8	-2.8
Toyota/Lexus	53,404	45,384	9.5	8.2	18,204	18,184	6.2	6.7	71,608	63,568	8.4	7.7	0.7	12.6
Honda/Acura	54,440	45,375	9.7	8.2	—	—	—	—	54,440	45,375	6.4	5.5	0.9	20.0
Nissan/Infiniti	27,612	24,705	4.9	4.5	10,350	11,638	3.5	4.3	37,962	36,343	4.5	4.4	0.0	4.5
VW/Audi	7,492	7,264	1.3	1.3	175	321	0.1	0.1	7,667	7,585	0.9	0.9	0.0	1.1
rGeo	18,811	18,992	3.4	3.4	1,608	2,226	0.5	0.8	20,419	21,218	2.4	2.6	-0.2	-3.8
Made by Japan**	197,026	180,073	35.2	32.5	45,131	50,067	15.4	18.6	242,157	230,140	28.4	27.9	0.5	5.2

PRICES

Japanese increases stripped Big 3

Continued from PAGE 1
 1973 from the beginning of the 1972 model year to the end of the 1977 model year.
 The increase for the four leading Japanese makes sold in this country (Toyota, Honda, Nissan and Mazda) was 28 percent higher: an average of \$4,828.

The difference is much greater when stated another way. *Automotive News* estimates that the price of an average-equipped Big 3 car rose from \$10,106 to \$13,879 during those six model years, an increase of 37 percent. The average price for the four Japanese makes rose from \$7,201 to \$12,029, a 67 percent increase.

For both domestic and Japanese cars, those increases are higher than the total of the annual hikes announced by the companies. That's because the auto companies figure their annual boosts on the basis of "comparably equipped cars."

Makers do not include price increases due to the addition of standard equipment.

The figures are sales-weighted for each group and include changes in standard equipment and changes in the model mix.

Sales-weighted means that the prices reflect the market share of each company. The Big 3 increases are weighted according to the market share held each year by Chrysler Corp., Ford Motor Co. and General Motors. The Japanese increases are weighted on the share of total Toyota-Nissan-Honda-Mazda sales held by each.

The notion that the Big 3 greedily raised prices along with the Japanese during the mid-1980s has been widely repeated for years. The allegations were leveled again last month by Richard Recchia, executive vice president of Mitsubishi Motor Sales of America, in an address to the Automotive News World Congress.

They were repeated a week later by Sugiura, retired chairman of Mazda Motor Co., in a meeting with *Automotive News* editors and writers.

Walter Huizenga, president of the American International Automobile Dealers Association, delivered a similar message in a January news release.

The Big 3 critics declared that U.S. makers opted for record profits through higher prices in the 1980s and used those profits to pay big bonuses to executives to diversify their operations instead of using the money to advance their automotive business.

Some of those statements are on mark: Big 3 profits did set a

AUTO PRICE INCREASES — 1982-1987

Annual price increases announced by the companies for their comparably equipped cars. Calculated by *Automotive News*.

Model year	Big 3		Toyota-Nissan-Honda-Mazda		Yen-dollar exchange rate
	Amount	Pct. of increase	Amount	Pct. of increase	
1982	\$574	5.68	\$ 422	5.86	248*
1983	201	1.82	299	3.87	237*
1984	217	1.96	494	5.39	247**
1985	476	3.81	227	2.60	215**
1986	804	6.14	1,308	13.96	156**
1987	320	2.36	809	7.21	143**

*Average for full year
 **As of Oct. 1

record in 1984; executive bonuses were more than generous; and higher prices made a substantial contribution. The Big 3 did diversify, but they also poured many more billions into research and development, tooling, new facilities and product.

In his speech defending the Japanese and criticizing Detroit, Recchia stressed the price angle: "From 1981 to 1986, as import prices soared due to controlled supply and changes in the exchange rate, the domestics did not restrain their prices; rather, they followed suit."

Another import leader emphasized investments. At last month's North American International Auto Show in Detroit, Robert McCurry said, "In a protected market, Detroit did begin to make good profits — and to invest them in aerospace companies, computer companies and S&Ls." McCurry is executive vice president of Toyota Motor Sales U.S.A..

Informed of the *Automotive News* study last week, Recchia called it a comparison of apples and oranges and said it did not give proper consideration to the many new models introduced by the four Japanese companies. The Big 3, he said, did not bring out as many new products.

For instance, the Camry was redesigned during the 1982-1987 time period; the Tempo was not.

"Any hike by the Big 3 beyond normal economic forces lessened the impact the Big 3 could have had on the market," Recchia said. "It makes no difference whether the Big 3 raised prices dollar for dollar. They had the chance to hold increases to a minimum, get a strong advantage over the Japanese and take market share. They did not take advantage of that."

The Voluntary Restraint Agreement limited exports of Japanese cars to the United States and presumably permitted the Japanese to charge more because demand exceeded supply. It went into effect April 1, 1981, when the 1981 model year was half over. The *Automotive News* price analysis covers the 1982-87 model years.

The study compared the announced Big 3 price hikes with those of the four Japanese sales

leaders in this country. (See table.)

In four of those six model years, the four Japanese makes raised prices more than the Big 3, both in dollars and in percent of increase. In 1982, before the change in the yen-dollar relationship, the Big 3 had a higher dollar increase, but a slightly lower percentage boost. Only in 1984 did the Big 3 top the Japanese in both dollar increase and percentage increase.

In the 1986 model year, when the currency exchange rate showed its greatest change — about 54 percent — the four Japanese leaders announced car price increases averaging \$1,308 or 14 percent, according to the *Automotive News* analysis. The Big 3 prices rose \$804 or 6.1 percent.

The following year, the currency gyrations settled down, and the Japanese played catch-up. Their 1986 increase, though sizable, was less than the yen-dollar change. In the 1987 model year, car prices of the four Japanese leaders went up an average of \$809, or 7.2 percent. The Big 3 settled for \$320, or 2.4 percent.

The yen rose from 156 to the dollar to 143 during the 1987 model year, a gain of 9 percent.

Looking at individual models, from April 1981 to April 1987, a Nissan 210/Sentra Deluxe (or E) two-door went up 35 percent; a Honda Accord four-door, 41 percent; a Toyota Corolla Deluxe four-door, 44 percent; and a Honda Civic DX three-door, 46 percent. A Ford Escort two-door rose 25 percent; a Mustang rose 33 percent.

The bigger domestic cars had bigger price hikes. A Chevrolet Caprice four-door rose 50 percent in the 1982-87 model years, and a Buick LeSabre jumped 69 percent. All percentage figures reflect increases in base sticker prices without adjusting for equipment changes.

Each of the Japanese models mentioned was redesigned during the 1982-87 period. Of the Big 3 models, only the LeSabre had a complete change.

The strengthening of the yen was a big factor in the Japanese price spiral. In September 1985, the exchange rate was 240 yen to the dollar. By mid-June 1986, it was 166 yen to the dollar. ■

Chrysler executive blames margins for high Japan stickers

MARY CONNELLY

Staff Reporter

If a Jeep Cherokee costs too much in Japan, blame excessive Japanese distribution and dealer margins that add 26 percent to the sticker, Chrysler Corp. says.

Honda Motor Co. and its dealers require a much higher margin for selling the Cherokee in Japan than they do for U.S.-assembled Honda Accords sold there, says Thomas Denomme, Chrysler executive vice president for the corporate staff group.

Chrysler's Japanese distributors, including Honda, require a distribution margin of \$11,500, which

adds to the cost of a Jeep Cherokee Limited in Japan, Denomme says. Homologation costs, sales tax, freight and customs fees total an additional \$5,500, bringing the vehicle's list price to about

\$44,000 in Japan, he said. The same vehicle sells for about \$27,000 in the United States.

Chrysler's latest blast against Japanese trade practices is aimed at Honda, which began distributing Jeeps in Japan in early 1991. Less than a month ago, Chrysler Chairman Lee Iacocca publicly ridiculed Honda's pledge to triple Jeep sales to 1,210 by 1994.

Denomme wrote a response to an article in last week's *Automotive News* examining Jeep pricing in Japan. The article analyzed the pricing of a Cherokee Limited with a list price of \$25,484 in the U.S. market and 5.2 million yen, about \$40,000, in the Japanese market. The markup is higher than for most other imported vehicles in that country.

Jeeps are sold in Japan through Chrysler Japan Sales Ltd. and through Honda's Primo channel.

In the Feb. 3 article, a Honda spokesman said Honda "has no control on the import prices," adding that pricing is done through Chrysler. Honda said its dealers

complain that the Jeep Cherokee price is "at least 1 million yen (\$7,800) too high" to compete with Japanese products.

Denomme said Honda's suggestion that Chrysler sets the pricing is "at best disingenuous and at worst a deliberate mischaracterization of how prices are actually set in Japan."

The high Cherokee price "is a result of needless homologation standards, complex customs clearance procedures and, most importantly, excessively high margins required by the Japanese distributors and by Honda's dealers," Denomme wrote.

Denomme attributed a \$17,000 difference between U.S. and Japanese Cherokees to four costs: homologation, about \$3,000 per unit; overseas freight and customs clearance, \$1,000; sales tax, \$1,500; and distribution margins, \$11,500.

The margins are "required by Honda and others acting as our distributors and by Honda's dealers, most of which are owned by Honda," Denomme said.

In contrast to the Cherokee's added cost of \$17,000, which is 38.6 percent of the purchase price, he said, a Honda Accord exported from Marysville, Ohio, to Japan carries a total added price of only 26 percent, including distribution margins for the Japanese distributor owned by Honda and for Honda dealers.

"If that same margin were offered to Chrysler, we could reduce our Japanese price on the Cherokee by more than \$4,000," Denomme said.

Chrysler said its own U.S. distribution margin on the Raider sport-utility, a Dodge-badged version of the Japanese-built Mitsubishi Montero retailed by Chrysler in the late 1980s, was almost \$7,000 less than the margin for the Cherokee in Japan.

Wrote Denomme: "Honda's comments can only be interpreted as yet another attempt by the Japanese to obfuscate the overriding reality, which is that the Japanese auto market has been for 40 years, and continues to be, closed to foreign competitors." ■

IMPORTERS

Publicity counters 'Buy American' rally

continued from PAGE 4

"American" cars on the road. More than 60,000 of the brochures were sent to politicians, journalists and association members in January.

Last week, the American International Automobile Dealers Association completed a four-page booklet to be distributed at the NADA convention and to its members and the media.

The booklet stresses the global nature of the auto industry and the positive effects of foreign investment.

The Japanese, who have spent billions in U.S. plants and research and development facilities, now seem ready to trumpet those investments. For example:

■ Jan Thompson, vice president of Mazda Motor of America, says she's considering a campaign to

Rock, Mich.

■ Chris Wackman, vice president for marketing at Subaru of America, says his company now is considering putting stickers on Legacys built in Lafayette, Ind., to proclaim their origin.

The stickers have been printed for a while.

"Maybe it's time we do that," Wackman said.

He also said the company would consider putting a tag at the end of some ads to point out that Subaru is building cars in the United States.

■ And maybe it was dence that Toyota American event Bowl to reverse

"From the sion was me a former ally this to Casta-built mes ing to Jeep/story,"

who a Bert Lutz on Jeep/The form operations matters.

Big 3 spent profits on execs, acquisitions

JOHN K. TEAHEN JR.

Senior Editor

The Big 3 made a pile of money in the mid-1980s. Their net profits totaled \$6.3 billion in 1983, climbed to a record \$9.8 billion in 1984, fell back and then improved to \$9.5 billion in 1987.

What did they do with it? Executives and shareholders did well, and some was used for extracurricular acquisitions — non-automotive stuff.

In 1985, Chrysler Corp. paid \$637 million for Gulfstream Aerospace Corp. and \$552 million for financial properties. Ford Motor Co. shelled out \$493 million for First Nationwide Financial Corp. and \$330 million for New Holland farm equipment. Chrysler found the aircraft business wasn't its bag and sold Gulfstream for \$825 million in 1990. Ford sold 80 percent of New Holland last April.

Meanwhile, Chrysler Financial Corp. and Ford's

Financial Services Group are the only parts of those companies that are showing a profit.

General Motors was the king of the extracurriculars. In 1985, it coughed up \$5.2 billion for Hughes Aircraft, but only \$2.7 billion was cash. The rest was in new Class H stock. GM has since purchased some \$300 million of those shares, bringing its cash outlay for Hughes to a bit more than \$3 billion.

The Hughes deal followed GM's 1984 purchase of Electronic Data Systems Corp. for \$2.5 billion. To that, add the \$700 million it cost to buy EDS founder Ross Perot off the GM board in 1986.

But the Big 3's capital expenditures on the automotive side were several times the amounts that went into diversification. For example, GM spent nearly \$27 billion for plant facilities and special tools in 1985-86-87, including a single-year high of \$11.7 billion in 1987. ■

BEST AVAILABLE COPY

Makers revise incentives

ARLENA SAWYERS
Staff Reporter

Revised incentive programs were announced last week by Ford Motor Co., General Motors, Toyota Motor Sales U.S.A. Inc. and American Suzuki Motor Corp.

INCENTIVE WATCH—DEALER INCENTIVES

NEW PROGRAMS

PONTIAC (expires June 4 for 1992 models, May 4 for 1991 models)	
LeMans	\$1,000
SUZUKI (expires April 2)	
Swift (1992)	\$400-700
Sidekick (1992)	\$300-700
Swift (1991)	\$700-1,000
Sidekick (1991)	\$1,000-1,500
TOYOTA (expires April 2; 1991-92 models unless otherwise noted)	
Corolla (1992)	\$600-1,000, quota
Celica	\$400-800, quota
Tercel	\$200-600, quota
Pickups (base 4x2)	\$900-1,500, quota
Other pickups	\$400-1,000, quota

CONTINUING PROGRAMS

ACURA (1991 models, expires May 1)	
Legend sedan	\$2,500
Legend coupe	\$3,000
Integra (expires Feb. 3)	\$500
AUDI (1991 models, no expiration date)	
Audi 100 and 200	\$1,500
Audi 90	\$1,000
BMW (no expiration date)	
750iL (1991)	\$10,000
SUZUKI (No expiration date; 1990-92 models unless otherwise noted. Rebates vary by regions.)	
Impulse	\$1,300-2,500
Stylus S	\$600-800
Stylus S (Calif. only)*	\$1,250
Stylus RS	\$600-800
Stylus XS (1991, except Calif.)	\$1,100
Stylus XS (Calif. only)*	\$2,500
Rodeo	0-\$850
Trooper (except Calif.)	\$750-850
Pickup	\$500-1,500
Pickup (1991 4x4, bonus in some regions)	\$400
Dealer has option of sharing rebate with buyer.	
LOTUS (1991, no expiration date)	
Elan	\$5,000
Esprit Turbo	\$11,000-15,000
MINI (1990-92 models, expires Feb. 10. This is the range of regional programs. Some rebates are based on number sold.)	
Precis	0-\$1,000
Mirage	0-\$750
Galant	0-\$2,000
Eclipse	0-\$2,000
Montero	0-\$1,250
Pickup	0-\$2,000
PEUGEOT (no expiration date)	
405	\$5,000
505	\$6,000
PORSCHE (1991 models, no expiration date. To qualify for the following rebates, dealers had to buy two cars from port stock by Jan. 17.)	
911 Carrera 2, 928	\$9,500
911 Carrera 4	\$13,500
911 Turbo	\$14,000
SUBARU (1991, expires March 3)	
Legacy	\$1,200-1,700
VOLKSWAGEN (no expiration date)	
Passat (1991)	\$1,500
Jetta, Fox, Golf (1991)	\$500
All 1990 cars	\$500-1,500
VOLVO (expires March 31)	
1992 models	
240 series	\$500-1,000
740 series	\$1,000-1,500
940 series	\$1,500
1991 models	
240 series	\$1,500
740 series	\$1,750-2,500
940 series	\$1,500-2,500
780 coupe	\$2,500

incentive

WATCH

Ford's new program includes regional customer rebates on some vehicles.

Incentives on 1991 and 1992 Ford cars and trucks range from \$400 to \$1,500; spiffs on 1991 and 1992 Mercury models range from \$400 to \$2,000.

Alternative financing of 2.9 to 7.9 percent is available, depending on contract length, on all vehicles except Lincolns.

The expiration date on Lincolns was extended from March 3 to March 31, the date the rest of Ford's program expires.

Until Sept. 24, active military personnel who buy any Escort, Festiva, Mustang, Tempo, Probe, Ranger, Tracer, Topaz or Cougar are eligible for an additional \$400 rebate.

New customer rebates announced by GM divisions have two expiration dates: May 4 for 1991 models and June 4 for 1992 models.

Buick customer rebates range from \$250 to \$1,000 on 1991 and 1992 cars. The programs exclude Park Avenue, Park Avenue Ultra and Roadmaster.

In lieu of rebates, consumers can choose cut-rate financing of 2.9 to 6.9 percent depending on contract length.

Chevrolet's customer rebates range from \$300 to \$750 on 1991 and 1992 Chevrolet and Geo cars and from \$500 to \$1,000 on 1991 and 1992 Chevrolet trucks.

GMC is offering customer rebates ranging from \$400 to \$1,000 on 1991 and 1992 trucks.

Oldsmobile is continuing its regional customer rebate program. The rebates range from \$500 to \$2,000 on 1991 and 1992 vehicles and exclude the new 1992 Achieva. In lieu of rebates, consumers may choose cut-rate financing of 2.9 to 6.9 percent depending on contract length.

Dealers report that Pontiac is paying \$1,000 in factory-to-dealer cash on 1991 and 1992 LeMans models. Pontiac announced its new customer rebate program a week earlier than the other GM divisions.

A new factory-to-dealer incentive offered by Toyota pays \$200 to \$1,000 on 1992 cars, \$200 to \$800 on 1991 cars and \$400 to \$1,500 on 1991 and 1992 trucks. The program ends April 2.

Also until April 2, Suzuki is paying its dealers incentives on Sidekick and Swift.

The payments are: 1991 Swift, \$700 to \$1,000; 1992 Swift, \$400 to \$700; 1991 Sidekick, \$1,000 to \$1,500; and 1992 Sidekick, \$300 to \$700.

Special Correspondent Chris Eschenburg contributed to this report.

NHTSA publishes research journal

WASHINGTON — Research on computer models of head injuries and the visibility of daytime running lights are among the reports in the first issue of a new research journal, *Auto & Traffic Safety*, published by the National Highway Traffic Safety Administration.

Copies can be obtained from NHTSA by sending requests to NRD-01, 400 Seventh St. S.W., Washington, DC, 20590.

GM

Carmaking groups undergoing changes

continued from PAGE 4

our employees," the GM statement said.

The turmoil that resulted from the 1984 upheaval caused GM Chairman Robert Stempel and other top executives to vow never to repeat the error of announcing a reorganization before preparing employees first.

Sensitivity to those concerns was evident as GM created the Powertrain Division in three stages: First by combining the engine operations of B-O-C and C-P-C, then by bringing in the transmission operations of Hydra-matic Division, and finally by adding Central Foundry Division last year.

When each move occurred, employees saw it as a natural consequence and were aware of how they fitted into the new organization.

Stempel is viewed throughout GM as an executive deeply concerned about his employees. Before moves are made, Stempel likes to make sure employees get the information first and understand why they must be made. Before his Dec. 18 cutback announcement, Stempel talked via satellite with all employees so they knew what to expect.

Reorganizing B-O-C and C-P-C so they work more like a unit devoted to North American vehicle operations instead of separate entities may seem like a natural move by the time it actually occurs.

In fact, since the 1984 reorganization, the roles of both central organizations have been reduced.

Employment at the two massive car groups has been reduced greatly by plant closings and attrition and because the company saw

a need to move certain disciplines from a central organization out to where cars are actually designed and built.

There are fewer planners, engineers, buyers, finance people, marketers and labor relations specialists on the central staffs of the groups. They have been moved to platform teams with direct responsibility over a particular line of cars.

At B-O-C, that translates into fewer people at its headquarters in Warren, Mich., and more at its engineering centers at Cadillac in Detroit and at the Lansing, Mich., and Flint, Mich., automotive divisions.

One top GM executive, who spoke on the condition of anonymity, said the groups have been melting away as GM took a hard look at the functional and employment needs of building cars, and where the employees should be deployed.

B-O-C's central office staff has shrunk so much that it has leased space in its headquarters building to other GM organizations and is making a profit in rent. B-O-C had 110,000 employees when it was formed and now has 71,000.

C-P-C had 150,000 employees when it was formed in 1984 and has about 101,000 employees now. That figure includes 13,400 GM de Mexico SA employees who were not part of C-P-C eight years ago.

The responsibilities of the two car groups also have evolved over the years, making a more unified organization logical.

B-O-C once was charged with engineering and assembly of large cars, but has been given responsibility for most of GM's small cars such as the Chevrolet Corsica and Beretta, Buick Skylark, Olds Achieva and Pontiac Grand Am.

C-P-C was responsible for small cars, but in 1989 was given jurisdiction over large rear-wheel-drive cars such as the Chevrolet Caprice and Buick Roadmaster.

Robertson leads Jeep operations

Chrysler Corp. has named Bernard Robertson vice president of Jeep/truck engineering and general manager of Jeep/truck operations.

Robertson had been general manager of Jeep and truck platform engineering.

Robertson assumes the title of general manager of Jeep/truck operations from Francois Castaing.

The change means that Robertson now heads one of Chrysler's four platform groups which develop the company's vehicles.

Castaing continues as vice president of vehicle engineering, responsible for the design, development and implementation of all vehicle engineering programs. With Robertson heading Jeep/truck operations, Castaing now "will focus even greater attention to the development of vehicle technology including electric and fuel vehicles," Chrysler says.

Robertson will be focusing on matters relating to truck engineering. President Robert L. Iacocca said that



Robertson: Jeep general manager

INCENTIVE WATCH — CUSTOMER INCENTIVES

NEW PROGRAMS

FORD MOTOR CO.

1992 models

Expires March 31. In lieu of rebates, finance rates of 2.9 to 7.9 percent are offered.

Ford Taurus SHO	\$1,000
Probe	
Thunderbird Sport, SC (Calif.)	\$1,500
Thunderbird (non-Calif.)	\$750
Tempo (regional)	\$500-1,000
Escort (regional)	\$500-750
Crown Victoria	
Mustang, Festiva	\$500
Other Taurus (Calif.)	\$1,000
Other Taurus (non-Calif.)	\$500
Ford Econoline RV	\$1,000
Ranger (Calif.)	\$1,000
Ranger (non-Calif.)	\$750
Bronco	\$750
Aerostar (regional)	\$500-1,000
F series	\$400
Mercury Cougar XR7 (Calif.)	\$1,500
Cougar (non-Calif.)	\$750
Capri	\$750
Tracer (regional)	\$500-750
Sable (Calif.)	\$1,000
Sable (non-Calif.)	\$500
Topaz (regional)	\$500-1,000
Grand Marquis	\$500
Lincoln Town Car	
Mark VII, Continental	\$1,500

1991 models

Expires March 31. In lieu of rebates, finance rates of 2.9 to 7.9 percent are offered.

Ford Festiva, Probe	\$1,000
Escort, Mustang	
Thunderbird	\$750
Taurus SHO	\$600
Tempo, other Taurus	\$400
Ford Bronco, Econoline	
E-150 RV	\$1,000
Aerostar (regional)	\$400-1,000
Ranger, F series, other	
Econoline	\$400
Mercury Capri	\$2,000
Tracer, Cougar	\$750
Topaz, Sable	\$400

GENERAL MOTORS

1992 models

Expires June 4, unless otherwise indicated. In lieu of rebates, finance rates of 2.9 to 6.9 percent are offered.

Buick (based on option package ordered)

Riviera	\$2,000
Skylark, Century, Regal, LeSabre	\$250-1,000
Cadillac (expires March 31)	
DeVille, Fleetwood, Brougham	\$1,500
Chevrolet Lumina; Geo Storm, Prizm, Metro (manual)	\$750
Cavalier, Camaro	\$500
Geo Metro (automatic)	\$300
Chevrolet S/T Blazer	\$1,000
S/T pickup, Lumina APV	\$750
G van	\$500-750
C/K pickup	\$400
GMC S15 Jimmy (exc. Typhoon)	\$1,000
Sonoma (exc. Syclone)	\$750
G van	\$500-750
Sierra (regular cab)	\$400
Oldsmobile (regional)	
Toronado, Silhouette, Bravada	\$1,000-2,000
Custom Cruiser	\$1,000-1,500
Cutlass Ciera	\$1,000
Cutlass Supreme	\$750-1,500
Ninety Eight, Eighty Eight	\$500-1,250
Pontiac Grand Prix, Trans Sport	\$750
Sunbird, Grand Am, Firebird, Bonneville	\$500

1991 models

Expires May 4. In lieu of rebates, finance rates of 2.9 to 6.9 percent are offered.

Buick (based on option package ordered)

Reatta	\$2,000
(other rebates same as 1992 models)	
Chevrolet (same as 1992 models, cars and trucks)	
GMC (same as 1992 models)	
Oldsmobile (regional)	

CONTINUING PROGRAMS

CHRYSLER CORP.

Expires March 31. Finance rates in lieu of rebates from zero to 9.9 percent.

1991-92 models

Chrysler New Yorker Fifth Ave., Imperial	\$1,500
N.Y. Salon	
LeBaron sedan	\$1,000
LeBaron coupe, conv.	\$500
Dodge Monaco	\$1,500
Shadow, Spirit	\$1,000
Daytona, Colt 3-dr.	\$500
Dodge Ramcharger	\$2,000
Ram wagon (van and conversion)	\$1,000
Ram pickup (gas), Dakota pickup	\$750
Ram 50 pickup	\$500
Eagle Premier	\$1,500
Talon	\$1,000
Summit 3-dr., 4-dr., '92 wagon	\$500
Jeep Cherokee	\$1,500
Comanche	\$750
Wrangler	\$500
Plymouth Sundance, Acclaim, Laser	\$1,000
Colt 3-dr., '92 Vista	\$500
All minivans	\$500
Northeast region only: LeBaron sedan, Acclaim, Spirit	\$1,500

MITSUBISHI (expires Feb. 10)

Precis/Mirage (1990-92)	
Southwest	\$500
West	\$750
Galant (1990-92)	
West	\$750
Pickups (1991-92)	
Southwest	\$1,000
SUBARU (expires March 3)	
Loyale (1991-92, fwd sedan, fwd wagon)	\$500
Legacy L Plus (1992)	\$500

production

SCHEDULED PLANT CLOSINGS

Plant	Weeks down	Units lost/week
CHRYSLER		
Bramalea, Ontario	2/10	1,000
Belvidere, Ill.	2/10	100
Chrysler Fifth Avenue	2/10	100
Chrysler Imperial	2/10	600
Chrysler New Yorker Salon	2/10	3,000
Dodge Dynasty	2/10	2,800
FORD MOTOR CO.		
Dearborn, Mich.	2/10	2,800
Ford Mustang	2/10	2,800
Edison, N.J.	2/10	4,800
Ford Ranger	2/10	3,600
Oakville, Ontario	2/10	3,600
Ford Tempo	2/10	3,600
Mercury Topaz	2/10	3,600
Twin Cities, Minn.	2/10	3,600
Ford F-series pickup	2/10	3,600
Ford Ranger	2/10	3,600
Wayne, Mich.	2/10	5,800
Ford Escort	2/10	5,800
GENERAL MOTORS		
Dearborn, Mich.	2/10	2,400
Oldsmobile Cutlass Supreme	2/10	1,400
Oakville, Ontario	2/10	3,600
Buick Century	2/10	1,400
Oldsmobile Cutlass Ciera	2/10	3,600
Pontiac, Mich. (West)	2/10	1,650
Chevrolet S10	2/10	375
GMC Sonoma	2/10	140
Chevrolet Blazer	2/10	50
GMC Yukon	2/10	1,650
Shreveport, La.	2/10	375
Chevrolet S10	2/10	140
GMC Sonoma	2/10	50
Chevrolet Blazer	2/10	50
GMC Yukon	2/10	1,500
Tarrytown, N.Y.	2/10	500
Chevrolet Lumina APV	2/10	800
Oldsmobile Silhouette	2/10	500
Pontiac Trans Sport	2/10	350
Willow Run, Mich.	2/10	2,300
Buick Roadmaster Wagon	2/10	100
Chevrolet Caprice	2/10	2,300
Oldsmobile Custom Cruiser	2/10	100
Total U.S. car		
Total U.S. truck		
Total Canadian car		
Total Canadian truck		
Total units lost week of 2/10		

*Plant closed for reopening until spring 1992.
Source: Automotive News Data Center

GM unions reject taking shutdown as vacation time

LIZ PINTO
and PHIL FRAME

Staff Reporters

UAW locals at General Motors plants nationwide are refusing to take a mandatory two-week vacation this summer during a company-wide shutdown.

GM would have to pay an estimated \$260 million more in unemployment benefits and Supplemental Unemployment Benefits if the workers won't take the shutdown as vacation.

Many locals are rejecting GM's request without a rank-and-file vote. The two-week shutdown was part of the plan proposed by Chairman Robert Stempel in December to cut costs.

"The union position is that those two weeks of shutdown are for a model change and we have the right to draw unemployment and SUB when that happens," said Steve Featherston, president of UAW Local 1999 in Oklahoma City. "The GM-UAW contract is clear on how members will take their vacation, which is when they want to. So we do not intend to vote on the GM request."

Similar attitudes reigned at all the plant locals contacted by *Automotive News*. Local presidents said they did not intend to bring GM's request to a vote.

Says GM spokesman John Maciarz: "If they say no, I guess it's no. We can't force people to take vacation."

U.S. AND CANADA CAR AND TRUCK PRODUCTION

Vehicles are domestic unless noted. Vehicles are cars unless noted.

	Est. 2/3- 2/9/92	Actual 1/27- 2/9/92	Jan. Total	Year 1/1- 2/9/92	Year 1/1- 2/9/91		Est. 2/3- 2/9/92	Actual 1/27- 2/9/92	Jan. Total	Year 1/1- 2/9/92	Year 1/1- 2/9/91
LeBaron J.	0	1,002	3,809	3,809	2,690	Sportsvan (trk.)	1,075	1,093	4,086	5,161	2,186
New Yorker	550	468	2,307	2,689	1,525	Sportsvan (Can. trk.)	1,900	1,931	5,418	7,483	1,926
Fifth Avenue	1,000	862	2,533	3,385	4,328	Suburban (trk.)	1,075	1,065	3,747	4,822	2,396
Imperial	225	54	616	792	1,275	Total Chevrolet	35,053	40,118	134,425	183,325	176,293
Town & Country (trk.)	300	207	575	887	338	Achieva/Calaia	2,820	2,889	10,037	12,857	9,759
Total Chrysler	2,875	2,593	9,840	11,582	10,158	Cutlass Ciera	3,604	3,610	9,896	13,300	4,898
Sundance	1,750	1,109	2,556	4,306	4,627	Cutlass Ciera (Can.)	0	0	0	0	7,877
Acclaim	0	1,774	6,067	6,067	13,926	Cutlass Supreme	0	2,427	6,507	6,507	11,486
Voyager (trk.)	1,860	1,443	3,841	5,831	8,954	Tornado	108	134	568	676	643
Voyager (Can. trk.)	2,778	3,168	11,237	14,503	12,073	Eight Eight	2,167	1,503	6,508	8,675	10,143
Total Plymouth	6,388	7,494	23,781	30,787	39,580	Custom Cruiser Wag. 11	160	143	443	603	0
Daytona	2,875	580	1,234	4,109	1,075	Ninety Eight	1,230	1,292	2,292	2,522	10,124
Shadow	2,200	2,467	5,071	7,271	4,963	Silhouette (trk.)	0	558	1,020	1,020	1,110
Dynasty	250	2,611	8,080	7,904	19,536	Bravada (trk.)	285	370	1,512	1,797	2,114
Spirit	0	1,337	5,794	5,794	12,446	Total Oldsmobile	10,374	12,828	37,583	47,957	60,154
Viper	0	0	0	0	0	Sunbird	2,027	2,119	7,814	9,841	12,979
Monaco (Can.)	0	0	0	0	0	Grand Am	4,485	4,542	19,379	23,064	18,268
Caravan (trk.)	2,760	2,040	5,818	8,762	11,550	Firebird	0	0	1,877	1,877	1,003
Caravan (Can. trk.)	3,666	3,323	15,555	19,833	16,032	Grand Prix	0	3,363	9,266	9,266	8,823
Caravan C/V (trk.)	75	65	122	211	333	Pontiac 6000	0	0	0	0	3,142
Caravan C/V (Can. trk.)	156	205	696	888	516	Bonneville	2,926	0	5,243	8,169	5,765
Dakota (trk.)	3,225	2,577	8,536	11,205	4,809	Trans Sport (trk.)	0	640	1,175	1,175	2,058
Ram pickups (trk.)	1,500	1,276	4,208	5,418	4,827	Total Pontiac	9,438	10,064	44,754	54,182	52,838
Ram Wagon (Can. trk.)	526	556	1,966	2,492	1,239	Yukon/Jimmy (trk.)	124	28	348	472	287
Ram Van (Can. trk.)	1,347	1,436	4,584	5,931	2,409	Mediums (trk.)	520	516	2,070	2,596	2,028
Total Dodge	18,580	18,473	61,069	79,818	79,735	P-Model (trk.)	90	87	211	301	251
Premier (Can.)	0	0	0	0	0	Pickups (trk.)	2,494	3,939	5,207	7,701	6,516
Cherokee (trk.)	2,125	0	7,772	9,044	6,687	Pickups (Can. trk.)	1,200	1,272	6,339	7,644	6,096
Comanche (trk.)	50	0	223	248	557	Syclone/Sonoma (trk.)	363	155	2,892	3,255	5,570
Grand Cherokee (trk.)	350	191	432	672	0	Typhoon/S15 Jimmy (trk.)	363	773	3,187	3,550	1,967
Wagoneer (trk.)	25	0	51	76	202	Safari (trk.)	1,311	1,098	4,738	6,049	2,937
Wrangler (Can. trk.)	1,932	1,961	7,384	9,480	5,624	Suburban (trk.)	300	185	893	1,193	1,776
Total Jeep-Engle	4,482	2,152	15,062	19,520	13,870	Vandura (trk.)	542	527	2,744	3,286	885
Total U.S. car	8,858	12,294	38,970	48,128	68,391	Vandura (Can. trk.)	500	504	3,896	4,274	940
Total Can. car	0	0	0	0	0	Total GMC	7,897	8,084	32,825	40,321	29,253
Total U.S. truck	12,278	7,799	31,578	42,354	38,257	Total Saturn*	3,358	3,358	14,485	16,134	4,135
Total Can. truck	10,485	10,649	41,424	53,127	37,993	Total U.S. car	52,871	60,618	196,379	236,839	254,137
CHRYSLER CORP.	31,525	30,712	111,872	141,867	142,541	Total Can. car	0	0	4,526	17,825	40,085
Escort	0	5,821	10,365	10,375	18,410	Total U.S. truck	22,632	31,095	80,274	111,912	90,555
Mustang	0	2,832	5,062	5,035	4,752	Total Can. truck	7,898	7,817	33,158	41,487	29,295
Tempo	0	2,624	8,357	8,284	10,456	GENERAL MOTORS	82,503	99,532	313,335	406,063	411,172
Tempo (Can.)	0	3,748	10,955	10,901	9,118	Can. car	2,200	2,296	7,895	12,391	14,547
Taurus	7,818	0	24,476	32,274	28,461	Can. trk.	1,400	1,422	4,943	7,765	6,187
Thunderbird	2,041	1,835	4,031	6,037	4,788	CAN*	3,600	3,718	12,838	20,156	20,734
Crown Victoria (Can.)	2,355	2,417	4,434	6,803	7,551	DIAMOND-STAR*	3,448	3,252	13,830	18,480	17,278
Aerostar (trk.)	4,010	4,035	11,270	15,280	13,617	Civic	1,600	1,863	7,594	9,194	9,451
Bronco (trk.)	0	0	1,067	1,066	1,326	Civic (Can.)*	2,200	2,410	9,832	12,032	11,913
Explorer/Bronco II (trk.)	6,616	6,559	26,414	33,030	28,015	Accord	8,400	8,220	33,967	42,367	38,934
Navigator (trk.)	74	74	310	384	2,141	Total U.S. car	18,000	18,063	41,561	51,981	48,385
Econoline (trk.)	4,259	4,447	13,912	18,174	8,539	Total Can. car	2,200	2,410	9,832	12,032	11,913
Heavies (trk.)	1,038	1,036	2,899	3,937	3,841	HONDA	12,200	12,493	51,383	63,583	60,239
Light trucks (trk.)	8,582	9,374	33,867	43,135	22,995	HYUNDAI Sonata (Can.)	642	644	1,656	2,291	5,857
Light trucks (Can. trk.)	3,052	3,063	8,905	18,189	7,459	MAZDA*	2,108	2,432	9,011	11,111	16,161
Ranger (trk.)	4,512	7,269	17,096	21,593	23,600	U.S. trk.	0	1,673	6,747	6,747	7,906
Total Ford Div.	44,357	55,134	183,426	234,497	195,080	Can. trk.	165	164	681	846	830
Topaz	0	1,459	3,452	3,452	4,077	NAVISTAR	165	1,837	7,428	7,593	8,736
Topaz (Can.)	0	932	2,798	2,798	2,570	Sentra	2,850	3,412	12,868	16,247	16,963
Cougar	1,380	1,197	2,682	4,017	4,158	Pickup (trk.)	2,784	3,193	12,428	15,731	16,214
Sable	2,686	0	8,996	11,663	7,980	NISSAN	5,634	6,065	25,296	31,978	33,197
Grand Marquis (Can.)	2,460	2,424	4,521	6,975	151	Geo Prizm	1,900	2,063	8,497	10,397	11,637
Total Mercury	6,515	5,612	22,448	28,905	18,326	Toyota Corolla	2,350	2,505	10,358	12,708	11,514
Continental	982	0	1,583	2,568	6,432	Toyota Hilux (trk.)	705	630	2,190	2,880	0
Mark VII	210	0	267	468	1,137	HUMAI	4,955	5,198	21,845	25,985	23,151
Town Car	2,976	0	4,747	7,742	15,265	Legacy	1,184	1,245	5,134	6,318	6,525
Total Lincoln	4,168	0	6,597	10,778	22,884	Pickup (trk.)	507	563	2,223	2,730	0
Total L-M Div.	10,683	6,612	29,946	39,683	41,820	Rodeo (trk.)	880	950	3,883	4,763	0
Total U.S. car	18,073	15,788	74,818	91,915	105,986	Total U.S. car	1,184	1,245	5,134	6,318	6,525
Total Can. car	4,824	9,521	22,788	27,477	19,380	Total U.S. trk.	1,387	1,513	6,106	7,493	8,364
Total U.S. truck	29,091	32,794	106,835	136,599	104,874	SUBARU-ISUZU	2,571	2,758	11,240	13,811	12,889
Total Can. truck	3,852	3,063	8,905	18,189	7,459	Carmy	4,724	4,571	21,136	25,860	24,895
FORD MOTOR CO.	55,948	61,148	212,466	274,180	238,699	Corolla (Can.)	1,500	1,588	6,079	7,579	7,549
Skyline	1,785	1,071	4,707	6,492	13,633	TOYOTA	6,224	6,159	27,215	33,439	32,444
Century	1,445	1,460	4,321	5,766	5,206	VOLVO 740, 940 (Can.)	150	150	636	786	988
Regal (Can.)	0	0	4,526	4,526	13,135	AM GENERAL (trk.)	375	375	1,575	1,958	2,458
Riviera	232	210	897	1,129	1,128	MISCELLANEOUS (trk.)**	2,480	2,480	10,080	12,480	16,258
Park Avenue/Electra	1,742	0	3,396	5,138	12,688	Total U.S. car	187,550	188,285	420,071	525,562	578,872
LeSabre	3,500	3,216	12,807	16,307	21,507	Total Canada car	11,518	16,680	53,328	80,381	99,538
Roadmaster Sedan*	1,380	1,286	5,339	6,719	0	Total U.S.-Canada Car	119,068	124,814	473,397	605,943	679,402
Roadmaster Wagon*	400	335	1,100	1,510	239	Total U.S. truck	71,844	81,472	266,733	338,146	282,878
Reatta	0	0	0	0	74	Total Canada truck	22,822	23,215	89,108	121,414	78,764
Total Buick	10,444	7,578	37,093	47,587	67,610	Total U.S.-Canada truck	94,466	104,687	355,842	459,560	360,834
Eldorado	993	1,009	3,409	4,402	1,427	TOTAL U.S.	179,194	189,677	686,804	863,708	861,942
Seville	1,034	1,013	3,538	4,572	2,781	TOTAL CANADA	34,338	39,824	142,435	201,795	178,294
Brougham	0	450	2,170	2,170	2,457	TOTAL U.S.-CANADA	213,532	229,501	829,239	1,065,503	1,040,236
DeVille	3,970	3,433	3,433	7,403	16,771	CAR & TRUCK	213,532	229,501	829,239	1,065,503	1,040,236
Allante	0	0	0	0	346	*Estimate					
Total Cadillac	5,997	5,905	12,550	18,547	23,779						
Cavalier	4,533	4,422	16,176	20,709	29,643						
Carnaro	0	0	4,232	4,232	4,029						
Corsica-Beretta	4,880	4,611	19,546	24,426	23,119						
Lumina (Can.)	0	0	0	13,299	19,073						
Caprice	2,820	2,272	7,823	10,643	15,332						
Corvette	480	450	450	930	2,592	</					